

The importance of employee engagement on developing a talented workforce

Rabiya Begum

Personal resourcing and development (BMIH50055)

Emily Williams

Marriott International, Inc. is a global corporation based in the United States that owns, manages, franchises, and licences accommodation assets such as hotels, residences, and timeshares (Marriott International, 2021). Marriott is the world's largest hotel chain in terms of available rooms. It includes 30 brands and 7,642 hotels in 131 countries and territories with 1,423,044 rooms. Marriott operates 2,149 of the 7,642 locations, while others run 5,493 of them via franchise agreements. In addition, the firm has 20 hotel reservation centres (Our Story Of Innovation, 2021).

TNA is a strategic process that entails establishing corporate goals, obtaining and evaluating competence data, and finding the gaps between present and future requirements (Mahmud, Saira Wahid and Arif, 2019). TNA is an excellent tool for managers to utilise in effectively designing training programmes since it focuses on the actual requirements of the workforce. TNA clarifies where, when, how, and what sorts of training activities employees receive (Mahmud, Saira Wahid and Arif, 2019). This means that a Training Needs Assessment enables businesses and corporations to ensure their staff and workers are trained well to have a talented workforce. In this case the TNA will focus on the dining and housekeeping areas.

The significance of a training needs analysis is linked to how and why employees require training. You may proactively plan how to train and develop personnel with abilities that will benefit the organisation as well as people, rather than offering training in response to a request (Brouard, 2019). However before starting this a few factors may need to be taken into consideration. The training efforts should have a direct influence on the key performance indicators that can be used to assess the success of the organisation. This can be done by listing the company goals and analysing the abilities required in order to enhance them. As well as working out how to close any obvious gaps that may exist (Brouard, 2019). This is basically using the company's goals to guide and influence the training needs assessment. Investing in critical skill training for employees can help you enhance the company's capabilities. This is especially beneficial for employees who don't have a specific area of learning and development in mind, since they will be given a path to follow instead (Brouard, 2019).

This enables using training to develop and enhance the company's services to customers. Including the employees in the assessment process may be energising and engaging. By ensuring to limit expectations from the start so that the training they provide is practical for the company. The goal is to fairly design the training programme and ensure that it fulfils your demands at each level (Brouard, 2019). This is an effective way as the employees are the most knowledgeable about their jobs and skill sets and therefore they will know where there can be room for improvements.

After that training methods will need to be considered. It is just as vital to figure out how training will be offered, as it is to figure out what areas need improvement and why. The appropriate training may help in getting the most out of the time and money that is spent for the training (Brouard, 2019). A few examples can include instructor led training, e learning, employee to employee training, on the job training (Brouard, 2019).

Focus area	Current state	Desired state	Corrective action	priority	owner	Due date
New menu	Staff are not trained on the new menu	Fully understood menu by all kitchen staff	Provide training on the dishes on the new menu	High	Food and beverage manager	30/8/21
Presentation of the hotel	The hotel's decoration/interiors does not meet up the customer's standards and looks 'boring'	Presentation and atmosphere of the hotel rooms to be energised and not appear boring	Train housekeeping staff on how to effectively keep the place clean tidy and fun with the interiors and furnitures etc	medium	Housekeeping manager and general manager	1/8/21

The new menu is a high priority as the hotel's dining reviews are quite poor. Therefore the staff in that department will need to be trained and have knowledge of the new menu. This especially applies to the chefs since they will be the main people working with the menu. This will be the food and beverage managers responsibility to take care

of. The training method for this will be different for each staff depending on their roles. The reason for this is to make sure the appropriate methods are being used to suit different job roles, as some will need more training than others. For this it would be suitable for the kitchen staff, who are handling the food and are trained through demonstration and on the job training. This is because demonstrations can be used to show the chefs and cooks the recipe for the dishes on the new menu. After that, on the job training will be used in their normal working environment in order to get used to the new menu and the ingredients and recipes.

The current presentation of the hotel appears to be 'tired' and 'boring' for guests according to the reviews. Therefore, the housekeeping staff will need to be trained to keep the place looking modern and refreshing. This is not a high priority but needs still needs to be dealt with as it does impact the Hotel's reputation and customer experience. This also has an impact on the engagement and motivation of the housekeeping staff, because a tired and boring appearance would make the working environment and atmosphere not pleasant; making it demotivating for the staff. The responsibility for this would be on the housekeeping manager. The appropriate training method for this would be mentoring and coaching as well as discussion. Mentoring and coaching can be done to demonstrate to the staff ways in which they can keep the place looking appealing and attractive to the guests. Discussions can be held in meetings where the staff can discuss their ideas and thoughts in keeping the place well presented and keeping it away from appearing 'tired' or 'boring.'

On-the-job training is a hands-on way of teaching employees the skills, information, and competences they'll need to do a given job. Employees learn in a setting where they will be required to put their newfound knowledge and abilities into practise (Heathfield, 2021). This is good because it enables employees to learn on the way as they work, it even saves a lot of time in comparison to demonstrations and coaching. This is because demonstrating to staff would take up some time. Demonstrations provide visual routes to learning, which translates to accurate skill or technique execution (Williams, 2017). This means that although it can take up some time, effective demonstration can enable employees to understand and conduct the given job effectively. This would enable the

Marriott hotel to have a skilled workforce. Discussion is also a good method as it would allow any problem or issues regarding the matter to be resolved, it also allows the employees to voice their thoughts. This would make the employees feel valued and that their voices matter. This can also reflect on their work.

To conclude, employee engagement is important for the hotel industry, this is because the hotel business is based on customer service, workers are the only brand advocates. A single blunder might be the difference between a satisfied and an enraged consumer (Kurtzman, 2017). Therefore it is important that the Marriott hotel ensures to keep their employees engaged. Employee engagement is necessary for the hotel to run successfully as poor employee engagement will reflect on the customer service likewise, good employee engagement will also reflect on the customers.

References

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